

Citizen & Neighborhood Resources
IRC (Call Center) Project

VISION

To lead the City of Scottsdale to citizen service excellence

MISSION

To provide efficiency, consistency, and superior citizen service by centralizing calls, managing organizational knowledge, and seeking to surpass customer expectations

GENERAL DISCUSSION

Question: What is a call center? Answer: A call center is a single work unit responsible for the city's divergent inquiries, complaints, and service requests.

Q: How does government benefit from having a call center? A: More than ever, citizens expect accurate, quick, and efficient service. A call center offers:

- Excellence in customer service
- Cost savings
- Improved constituent services
- Better data collection and tracking of trends
- Centralized knowledge management

Q: In terms of service, where are we right now? A: The Call Center comprises:

- Police non-emergency and city info calls
- 12,000 calls per month
- Mon-Fri, 8am-5pm
- 2 full time employees
- A focus on providing government and area information or accurate transfers
- Improvements in key benchmark areas:

CRITERIA	BEST PRACTICE	2003 IRC STATS	2004 IRC STATS
On hold time	15 sec	21 sec	12 sec
Time to answer	18 sec	22 sec	13 sec
Abandon rate	2%	10%	6%

- One factor that could be improved is the percentage of calls resolved at the Call Center:

Calls resolved at Call Center	72%	14%	29%
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Q: Why is it important that more calls are resolved at the Call Center? A: Resolution at the first point of contact means:

- Fewer transfers
- Fewer repeat calls
- Fewer escalated calls
- Less frustration
- Increased satisfaction for constituents

Q: Are there ways to resolve more calls from the Call Center? A: Yes! Future key features:

- Abbreviated dialing ("311"), or another single city contact phone number
- Generating, routing and tracking of service requests for city divisions
- Centralized data collection
- Tracking of emerging and existing issues

- An electronic citizen contact system
- An electronic knowledge database
- An expanded self-service (Internet/fax) citizen request system
- Extended, non-traditional hours of operation

Q: Before we move on, what is "311"? A: While "911" is used for emergencies, "311" is for non-emergencies. Some 23 cities nationwide use 311 for government service and/or police non-emergency calls. 311 has recently become available from Qwest in the Phoenix metro area.

Q: Back to the future goals: what would it take to reach them? A: It takes an investment of: staff, space and software.

STAFF

OPERATING DAYS/HRS	STAFF
Mon-Fri, 8am-5pm	6
Mon-Fri, 7am-6pm (recommended)	7
Mon-Fri, 6am-7pm (recommended)	8
Mon-Fri, 6am-9pm	9
Sat-Sun--add to any above	+ 3 (P/T)
24 hrs/day, 7 days/wk	13

The benefits of the recommended staff levels are:

- Increased operating hours
- Non-traditional operating hours
- Minimized investment

SPACE

An increase to 7/8 staff members requires approximately 550-750 square feet of space.

SOFTWARE

Key to the Call Center's evolution would be a system's ability to track and report call statistics (outside of the software currently used) and initiating service orders. By publicizing a Request for Information for applications that include features of the existing VCC and its necessary upgrades, the CNR Department and IS Project Office have determined that such a system is available and can be acquired for between \$50,000. and \$150,000., depending on various features and service agreements.

CONCLUSION

Results of meeting future goals:

- ✓ 22,000 calls per month
- ✓ Single source phone number
- ✓ Service request feature
- ✓ Expanded hours of operation
- ✓ New or improved contact software
- ✓ Reduced operating costs
- ✓ Knowledge management
- ✓ Centralized data collection
- ✓ Trends tracking
- ✓ Increased constituent satisfaction